GM Holden Ltd

GM Holden, a wholly owned subsidiary of General Motors (GM), has evolved from a domestic manufacturer into an internationally competitive company, successfully marketing a wide range of locally built and imported products Australia-wide and exporting niche vehicles and four and six cylinder engines to global markets. GM Holden has manufactured more than six million vehicles and four million engines.

Major facilities are located at Fishermans Bend (technical centre, administration and engine manufacturing plants), Dandenong (spare parts operation) and Lang Lang (automotive proving ground) in Victoria; and at the Elizabeth vehicle manufacturing plant in South Australia.

2004 Fast Facts

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employees at January 2005</td>
<td>9,724</td>
</tr>
<tr>
<td>Vehicle Production</td>
<td>165,252</td>
</tr>
<tr>
<td>Engine Production</td>
<td>257,327</td>
</tr>
<tr>
<td>Vehicle Sales (Domestic)</td>
<td>178,027</td>
</tr>
<tr>
<td>Vehicle Exports</td>
<td>52,372</td>
</tr>
<tr>
<td>Engine Exports</td>
<td>147,029</td>
</tr>
<tr>
<td>Dealers</td>
<td>325</td>
</tr>
</tbody>
</table>
GM Holden Community
and Workplace

A statement from the Chairman
and Managing Director

GM Holden’s desire to make a positive impact on Australian society goes beyond the products and services it creates. We aim to create an environment within the company where employees enjoy a sense of belonging and fulfilment and are given the opportunity to realise their potential as individuals and team members.

Similarly, our efforts in communities outside our organisation are aimed at improving quality of life by addressing societal challenges and promoting constructive change. The fact that GM Holden has grown to maturity amidst hardworking Australian communities and has always maintained strong connections to them is reflected in the significant role the Community Support program plays in our overall business plan.

In 2004 we further consolidated our community partnerships. I am particularly pleased to note that this sense of commitment to the wider community is also reflected in the activities of our employees, who immersed themselves in a great variety of volunteer activities through the year. These ranged from tree planting to marshalling at school and university technology events, mentoring young people at risk, and packing and delivering Christmas hampers and toys for those in need.

Many GM Holden employees also spend time outside working hours volunteering for their own favourite charities and organisations. When employees invest more than 50 hours of time over a calendar year with an eligible non-profit community group, the charity is eligible for a monetary grant from the GM Foundation through the GM Holden Volunteer PLUS program.

As GM Holden’s business continues to evolve, so too do our community and workplace programs. We look forward to further improving and refining these essential areas of our business.

Denny Mooney
Chairman and Managing Director GM Holden Ltd
Since 1967 GM Holden has supported the annual Employee Achievement Awards at Bedford Industries, South Australia.

Bedford provides training and opportunities for people with disabilities. Its activities include a gardens and grounds maintenance division, packaging services, conference facilities, sewing and work placement services, as well as supported and share house accommodation.

GM Holden's assistance has allowed Bedford Industries to raise awareness of the achievements of people with a disability.

GM Holden's community support program is integral to the overall business plan and recognises that involvement with leaders in the community can broaden our own perspective while fostering a more collaborative approach to problem solving.

It reflects the core company values of integrity, innovation and teamwork while attempting to creatively address complex educational, environmental and community safety issues.

At the same time, we place a strong emphasis on contributing to the vibrancy and well-being of the communities in which we operate.

In 2004, GM Holden contributed $1.9 million to community programs in Australia and more than $1 million to safety research projects that benefit the wider community. This formed part of General Motors' worldwide contribution. In 2004, GM and the GM Foundation gave more than $US68 million to charitable causes through cash contributions, in-kind donations and participation in charity events.

**Priority Areas**

Social investment efforts are concentrated in areas which link to GM Holden’s strategic business plan. These include local communities and social services; community safety; environment; technology; innovation and education.
GM Holden and the Leukaemia Foundation have developed a shared vision and objectives for the partnership they operate. GM Holden provides cars for the Leukaemia Foundation’s national patient transport fleet, which is manned by volunteer drivers.

In 2004 its contribution to the Partners in Patient Transport program assisted more than 3,000 patients and families and covered more than 250,000 kilometres. GM Holden’s commitment to the partnership expanded with the provision of new enabling new patient transport services to commence in the Northern Territory and Townsville.

The partnership has evolved to include GM Holden employee participation in ‘World’s Greatest Shave’, volunteering, workplace giving, Holden Racing Team members as special volunteer patient transport drivers, and Holden Dealer support and contributions (cash and in-kind) towards Leukaemia Foundation fundraising events.

GM Holden supports projects that assist the communities surrounding its plants and other major facilities. Among the organisations to benefit are:

**Leukaemia Foundation of Australia**

GM Holden and the Leukaemia Foundation have developed a shared vision and objectives for the partnership they operate. GM Holden provides cars for the Leukaemia Foundation’s national patient transport fleet, which is manned by volunteer drivers.

In 2004 its contribution to the Partners in Patient Transport program assisted more than 3,000 patients and families and covered more than 250,000 kilometres. GM Holden’s commitment to the partnership expanded with the provision of new enabling new patient transport services to commence in the Northern Territory and Townsville.

The partnership has evolved to include GM Holden employee participation in ‘World’s Greatest Shave’, volunteering, workplace giving, Holden Racing Team members as special volunteer patient transport drivers, and Holden Dealer support and contributions (cash and in-kind) towards Leukaemia Foundation fundraising events.

**Lyell McEwin Health Service**

Located close to GM Holden’s South Australian vehicle operations, the Lyell McEwin Health Service runs a post-natal ‘Mother Carer’ program offering in-home support to new mothers. Young unemployed women are trained to undertake the ‘mother carers’ role. To date, 26 women have worked as mobile mother carers in their community, utilising a Holden supplied fleet of 10 Barinas to provide practical assistance. From 2002 to 2004, the mother carers have helped health care workers assist more than 1300 women.

**The Smith Family Learning for Life**

The program unlocks opportunities for disadvantaged students to participate more fully in the education process. GM Holden sponsors program activities in the Elizabeth area.

**United Way**

United Way South Australia Inc. is a non-profit community organisation that assists valuable human care services and welfare organisations. Through United Way, GM Holden sponsors different programs each year that help members of the local community in the northern suburbs of Adelaide. In 2004 GM Holden supported the Northern Parenting Resource Program’s ‘Living Skills Project’. This project helped to provide generic life skills to parents and their children considered ‘at risk’, to help raise awareness of and improve the quality of their lives.

**Other Initiatives**

The GM Holden-sponsored Spirit of Queensland Awards recognise individual achievement and excellence. In 2004, finalists raised more than $400,000 for the Qld Royal Flying Doctor Service.

The company has been a major sponsor of northern Adelaide’s Central Districts Football Club since 1988. It also supports many other community groups and non-profit organisations, including welfare, sporting, cultural and healthcare services operating in the vicinity of its major facilities.
Given its strong interest in occupant safety, GM Holden supports projects and educational programs that further improve road safety and contribute to child safety.

Child Safety
To raise awareness about the proper use of infant capsules and child seats, GM Holden operates a free mobile restraint checking service.

In 2004, the service visited a total of 146 kindergartens, schools, child care centres and crèches in Melbourne, Sydney and Adelaide and checked 1,262 restraints.

Typically over seventy five per cent of restraints checked are found to have at least one fitting or usage error. Inspectors, who were able to address minor problems on the spot in two thirds of cases, found in 2004 that 395 restraints required referral to an authorised fitting specialist.

Through its dealer network, GM Holden has made available the Safe-n-Sound dedicated rear-facing baby capsule and forward-facing child seat which performed best in Monash University Accident Research Centre laboratory crash testing. The program studied different types of restraints in real vehicles.

Community Safety

Driver education and training

Safe driving courses are offered at GM Holden’s Norwell, Qld, driver training facility. Since 2001, hundreds of students from schools, TAFE colleges and universities in the region have completed GM Holden-subsidised full day Junior Safety courses. Each year, GM Holden sponsors the Murcott Driving Centre Christmas Safe Driving Clinics for newly licensed drivers. In 2004 Murcotts Driving Excellence had more than 2,000 drivers attend the Christmas Safe Driving Clinics. The vast majority of the attendees were between the ages of 18 - 21 (P Platers) and for the first time Murcotts conducted clinics in WA, SA, and QLD.

Through its dealer network, GM Holden has made available the Safe-n-Sound dedicated rear-facing baby capsule and forward-facing child seat which performed best in Monash University Accident Research Centre laboratory crash testing. The program studied different types of restraints in real vehicles.
Education, innovation and technology

Technology Development

World Solar Challenge - Since 1987, GM Holden has assisted university and secondary student teams competing in this bi-annual event, providing components and engineering advice. GM Holden also sponsors university and secondary school teams including: Annesley Ladies College, South Australia; University of SA, Northern Territory University and the University of Queensland.

Formula SAE-A - With the Society of Automotive Engineers Australasia, GM Holden and other automotive manufacturers conduct a program to educate TAFE and university students through a car racing competition. The aim is to give young engineers hands-on involvement in a meaningful automotive project and to produce graduates familiar with teamwork, cost-effective designs and deadline imperatives.

Maryborough Technology Challenge - This Queensland event is another training ground for future engineers. In 2004, more than 7,600 people, took part.

RACV Energy Breakthrough, Victoria - Each year GM Holden and the RACV give Victorian students the experience of designing and building an energy efficient vehicle and competing in a 24-hour endurance event. GM Holden has also funded a new track for hybrid vehicles and initiated technology forums. In 2004 more than 300 teams from 135 schools in Victoria, South Australia, Tasmania and New South Wales participated.

Youth training programs

PACE

Partners for the Advancement of Collaborative Engineering Education (PACE) is a corporate alliance between GM (represented in Australia by GM Holden), EDS, Sun Microsystems and UGS. It supports key academic institutions worldwide with computer-based engineering tools to prepare mechanical designers, engineers and analysts with the skills to compete in the future.

The Engineering, Art and Design faculties of Monash University in Melbourne are the first in Australia to join the PACE Alliance. A PACE Engineering Centre will support training in product development and play a major role in mechanical, mechatronics, aerospace, industrial engineering and engineering management programs. Art and Design PACE facilities at the Caulfield campus will benefit industrial design students.

CSIRO - Lab on Legs

GM Holden and CSIRO have developed a national education program to encourage students in years five to eight to consider careers in science, engineering and technology and to increase their awareness of road safety issues.

Driving Innovations involves a range of experiments relating to vehicle safety, environmental and future technology. This free program aims to address a continuing decrease in the number of students studying science.
Youth Leadership
GM Holden assists community-based and educational programs that advance automotive technology, promote engineering and science and recognise the achievements of young Australians. It believes that quality education is vital to the future of an industry which depends upon a skilled workforce to succeed in an increasingly competitive environment.

National Youth Science Forum - Since 2000, GM Holden has sponsored a residential course at the University of Canberra which introduces senior students to the world of science and technology.

Young Achievement Australia - in 2004, GM Holden provided mentors for this national business-based program for secondary and tertiary students.

Vehicle, Engine and Computer Donations
GM Holden regularly donates vehicles, engines and components to TAFE institutions and youth training programs nationally. Computer equipment is also donated to tertiary institutions, schools and non-profit organisations.

Since 1998, GM Holden has provided State Emergency Services (SES) organisations with vehicles for use in team training exercises. In 2004, 105 of these non-saleable ex-development vehicles were used in simulated collision situations, allowing practical instruction in the use of rescue equipment. The program supports SES volunteer teams in five states.

Industry Awards and Traineeships
GM Holden participates in industry award programs that promote vocational training and recognise academic excellence. ‘The Holden Prize’ covers key automotive trades programs conducted by TAFE college partners in Victoria and local universities. Holden is a major sponsor of the SA ‘Apprentice of the Year’ award and supports training awards run by NSW and SA education departments. Since 2000, GM Holden has supported a T3 program with the NSW Department of Vocation, Education and Training to train Year 11 and 12 students in vehicle servicing and administration.

Hand Brake Turn
In 2003, GM Holden entered a partnership with Hand Brake Turn, an automotive training program for young long-term unemployed people and youth offenders. Participants are involved in mechanics, panel beating and spray painting and also learn general life skills. As mentors, GM Holden employees have provided practical advice and employment information.

Sustainable Schools
GM Holden supports the NSW Department of Education’s Sustainable Schools Program, introduced into 190 NSW primary and secondary schools in 2003. It encourages students, teachers and the community to make their school an ‘ecologically sustainable organisation’. Two schools which met the strict set of criteria have been given the title ‘Sustainable School’, and approximately 60 more are on the way to accreditation.
As a responsible automotive manufacturer, GM Holden is committed to working with government and the community to enhance, protect and preserve the natural environment.

GM Holden has manufacturing facilities in Elizabeth, South Australia and Fishermans Bend, Victoria. GM Holden also operates a proving ground at Lang Lang, Victoria and a service parts facility (HSPO) at Dandenong in Victoria. The proving ground is used for vehicle development and testing and includes a safety test centre and exhaust emissions facility. The service parts operation provides parts to local and international markets.

Vehicle manufacturing operations at Elizabeth include plastics, body tool design, stamping, sheet metal and body fabrication, paint and vehicle assembly.

Holden Engine Operations (HEO) includes manufacture and assembly operations for four- and six-cylinder engines, foundry and component manufacturing facilities.

GM Holden is active in pursuing programs to reduce the environmental impact of its processes and products. It is also engaged in a number of community-based activities to restore and preserve the natural environment.

As part of this emphasis, GM Holden is a member of the Greenhouse Challenge, a program that encourages Australian enterprises to voluntarily reduce greenhouse gas emissions from plants and processes.

The production of motor vehicles requires a range of complex processes involving many materials and chemicals. Even with current best manufacturing practices, some emissions still occur. GM Holden has consistently submitted a report for the National Pollutant Inventory since the 1999-2000 reporting year and its environmental engineers have prepared the data provided in the National Pollutant Inventory report, using measures and estimates approved by the Department of Environment and Heritage.
Policy
GM Holden’s environmental policy statement is guided by General Motors global environmental principles. To this end, GM Holden will constantly pursue high standards of environmental performance in all its activities. In order to achieve and maintain these high standards and to meet community expectations, GM Holden will:

1. Comply with all applicable environmental laws and regulations, and other requirements.
2. Assign management responsibility for the environment in all areas of the company and ensure that all employees are aware of their individual responsibilities for acting in accordance with this policy, while providing effective information and training to encourage individuals to contribute effectively.
3. Practice effective prevention of pollution in accordance with a hierarchy giving top priority to waste prevention at the source, elimination or reduction of wasteful practices, and recycling.
4. Maintain communications with our local community and cooperate with legislators, regulators and other organizations with an interest in our environmental performance.

The Environmental Policy provides the focus for the environmental efforts of the company. It is a documented statement of commitment from senior management and contains a commitment to prevention of pollution and to continuous improvement. The environmental policy is communicated to all employees and site contractors and is made available to the public.

Reducing Emissions
GM Holden has initiated a number of activities and programs aimed at reducing its impact on the environment and improving overall environmental performance.

All GM Holden facilities are independently certified to the internationally recognised standard ISO 14001. As part of this certification, GM Holden must demonstrate it is managing environmental risks to prevent both point source and fugitive emissions. It must also set continuous improvement targets to reduce impacts on the environment.

GM Holden has implemented a Chemical Management Program which encourages reductions in the use of chemicals and consequently reductions in releases to the environment.

GM Holden works with suppliers to identify opportunities to replace reportable substances with materials which possess improved environmental characteristics, and it is actively pursuing process air emissions treatment technologies which prevent emissions of reportable substances into the atmosphere.

As part of its membership of the Greenhouse Challenge, Holden has achieved greenhouse gas emission reductions of more than three times the 22,000 tonne target set in 2000 for its manufacturing facilities.

Holden continues to pursue programs of recycling, waste reduction and minimisation of energy consumption in keeping with its environmental policy.

Clean Air Award
The Clean Air Society of Australia and New Zealand (CASANZ) recognised GM Holden Vehicle Operations with a 2004 award in the Large Industry category for its strong commitment to improving environmental performance.

The basis of nomination was for a company that had “contributed in an outstanding way to the promotion or application of a scientifically sound means of air quality measurement or control of air pollution.”

The CASANZ award recognised improvement in Holden’s environmental performance in air emissions from the Elizabeth plant, naming recent investment in the introduction of air pollution abatement technology known as Regenerative Thermal Oxidation (RTO) as the most notable. RTO is world’s best practice in abatement technology.
Waste to Landfill
All GM Holden sites have waste segregation systems designed to capture materials that were traditionally disposed of as landfill. Dedicated working groups are involved in developing and expanding waste segregation programs and resource managers continue to provide the information necessary to identify waste sources and develop strategies to segregate as much commercially viable recyclable material as possible and divert it from landfill.

GM Holden’s waste reduction initiatives have significantly improved materials efficiency practices and earned ‘Waste Wise Business’ certification recognition from EcoRecycle Victoria.

A co-operative project with Chep Asia Pacific to design and develop returnable packing for the Global V6 export engine produced by GM Holden at its Port Melbourne facility has received a number of awards, among them the 2004 sustainable packaging gold award from EcoRecycle Victoria, a 2004 industrial packaging silver award from PKN magazine and an honourable mention in the Premier’s Business Sustainability Awards, 2004.

Landcare Australia
GM Holden’s partnership with Landcare aims to restore and revegetate public areas and parks in the vicinity of its main facilities. So far, $270,000 has been committed to three projects which involve community groups, employees and schools.

A research project being undertaken by Bass Coast Landcare at Holden’s bushland proving ground at Lang Lang, Victoria, also involves the placement of nesting boxes and the use of Holden volunteers to monitor endangered and threatened possum species.

GM Holden is also assisting the Bass Valley Landcare Group to restore bushland along the Bass River and reduce silt flow into Westernport Bay. Longer term, corridors will link the river to proving ground bushland.

A large part of the 877-hectare proving ground, established in 1957, remains undisturbed as a sanctuary for a wide array of animal and bird life and more than 140 identified specimens of shrubs, trees, ferns, wildflowers, ground cover and orchids.

Close to the vehicle manufacturing operation in Elizabeth, SA, volunteers have planted more than 12,000 terrestrial and aquatic plants along the Little Para River.

At Fishermans Bend, Victoria, GM Holden employees are working to improve wetland habitat for the endangered growling grass frog.

Zoos Victoria
GM Holden sponsorship has helped Zoos Victoria to become a world-leading centre of wildlife education and conservation.

GM Holden and the Victorian Government provided approximately $4 million to fund the Lions on the Edge exhibit at Werribee Open Range Zoo and employees assisted the zoo in the design, marketing and revegetation of the new lion exhibit.

Monarto Zoological Park, South Australia
In 2004, GM Holden continued its support of a lion habitat and breeding program at Monarto Open Range Zoo.

Murray Darling Rescue
A partnership between Greenfleet and Scouts Australia, this major national revegetation project aims to plant millions of trees along the Murray Darling Basin, which is under threat from rising salinity and increasing demands on water and land resources.

In 2004, 75,000 trees were planted by more than 2,000 scouts and volunteers. Holden has contributed over $200,000 to the project and also provides a Rodeo water tanker to help the trees survive drought conditions and ensure the project’s long term viability. In 2004, the Rodeo travelled 18,430 kilometres as part of the task of forest establishment, maintenance and inspection.

More than 800,000 trees have now been planted as part of Murray Darling Rescue, establishing some 800 hectares of native forest that will provide essential habitat for endangered species as well as helping to tackle erosion and improve water quality.
Employee Involvement

Volunteering
GM Holden employees invested more than 1300 hours of their own time in a range of company-organised activities in 2004. These included tree plantings, shopping centre fundraising promotions for charities, Christmas food and toy hamper runs and supervision of energy-efficient vehicle events for school children.

A community leave service policy allows employees to take paid leave to participate in certain community service activities. These include bushfire relief efforts, state emergency services, local councils and blood donations.

Volunteer PLUS
GM Holden Volunteer PLUS - an innovative staff program that supports and recognises employee volunteer involvement was launched in 2004.

Through the program, employees can apply for a corporate grant to eligible charities where they have invested a certain proportion of their own time volunteering.

GM Holden Volunteer PLUS also encourages teamwork. Teams of Holden employees can apply for the grant once they have contributed more than 50 hours to a single project for an eligible non-profit organisation in a calendar year. Many Australian charities in the areas of community service, health and welfare, the environment, and arts and culture, are eligible for the grant.

The new incentive program recognises employee teams involved in fund raising through marathon events like bike-a-thons and walk-a-thons.

Mentoring
GM Holden employees participate in various mentoring programs. Beneficiaries in 2004 included a team of tertiary students taking part in a business skills program through Young Achievement Australia and a group of unemployed people who undertook job interview training with Melbourne’s Maribyrnong City Council.

Dealer Involvement
GM Holden actively promotes the involvement of its dealers in community programs. In 2004 selected dealers were involved in cause-related marketing campaigns, donating funds for every car purchase to the Leukaemia Foundation and the National Heart Foundation. GM Holden’s 325 dealers also supported causes in their local areas.

Fundraising support
In 2004, GM Holden employees raised more than $50,000 for charity by participating in activities such as World’s Greatest Shave for a Cure (Leukaemia Foundation); Australia’s Biggest Morning Tea (Cancer Council); SIDS and KIDS Red Nose Day (Sudden Infant Death Syndrome); Jeans 4 Genes Day (Children’s Medical Research Institute; Around the Bay in a Day (The Smith Family); Daffodil Day (Cancer Council) and Oxfam Trailwalker (Oxfam Community Aid Abroad). GM Holden matched employee donations dollar for dollar in workplace fundraising events.

Payroll giving
GM Holden employees can choose to participate in a payroll giving program through Charities Aid Foundation, making regular donations to a nominated charity through automatic deductions from their pay. In 2004, 20 charities benefited from GM Holden employees’ support.
Health and Safety Policy

The GM Holden Health and Safety Policy establishes the health and safety of personnel and visitors as an overriding priority. It applies to all businesses where Holden has an operating responsibility and is authorised by the Chairman and Managing Director. The GM Holden Ltd Board leads health and safety initiatives and the policy is widely communicated throughout the company.

General Motors is establishing a common global health and safety management system. This common process provides the framework for effective management of numerous programs and procedures, including GM Global Best Health and Safety Practices, ergonomics, safety through design, contractor safety, skilled trades safety, employee well-being, employee assistance programs, industrial hygiene evaluation and due diligence surveys.

Management System

GM Holden has established a Health and Safety Management system that all businesses and personnel must comply with. GM Holden line managers are responsible for health and safety performance within their operations. In conjunction with the management system, compliance is managed through a committee structure, commencing with Executive Safety Committees at corporate governance level, linked to operational Plant Safety Review Boards at business level and then to departmental and workplace OHS committees.

The Health & Safety Group provides advice and support to departments and committees at corporate governance, operational and workplace level.

GM Holden dealers, through the GM Holden Difference, are provided with voluntary codes of conduct that include health and safety guidelines.

Regular reports on health and safety performance are provided each month to the Board and include progress against targets, strategic issues, current programs and initiatives, achievements and the outcomes of audits and investigations.

Executive Safety Committees

The role of the Executive Safety Committees is to oversee the corporate Governance aspects of health and safety across the company, to manage health and safety strategies and maintain the accountability mechanisms linked to GM Holden workplaces.

Management is required to report to the Board on serious incidents and corrective actions. Board members regularly visit GM Holden workplaces to reward achievements in health and safety performance.

Health and Safety Performance

GM Holden has improved its health and safety performance in many areas over the period 2002-2004 as a result of ongoing programs to reduce risk and improve the operating environment.

A continuing area of focus has been ergonomic and manual handling risks, which are being reduced with the implementation of new equipment and work practices.

Safety observation tours in the plants include dialogue with employees about their work activities to identify safety improvement opportunities.

Across all areas of the business, attention has been given to the best form of hazard control - elimination. This will remain a key focus.
Promoting employee health
In pursuing its duty of care to provide a safe, healthy and smoke-free working environment, GM Holden has continued with a voluntary Quit Smoking Program for employees at its manufacturing facilities.

At Elizabeth, a plant-wide quit smoking program commenced in June 2003 and was operated in conjunction with the Cancer Council’s Quit SA. Interested employees and immediate family members were invited to attend a comprehensive series of one- and two hour sessions which covered quitting techniques, overcoming difficulties and relapse prevention. Many employees again took advantage of the opportunity to participate in 2004.

Diversity
GM Holden strives to attract, retain, develop, nurture and advance its workforce by providing a supportive environment which is respectful and understanding of people’s differences.

Its aspiration to become an employer of choice by providing a reasonable work/life balance and a workplace free from discrimination, hostility, harassment and bullying benefited by the 1999 introduction of the Diversity at GM Holden program, which addresses issues such as gender, race, age, disability and family responsibilities. Managers and supervisors, in particular, are expected to actively implement and support the diversity and equal opportunity programs. Diversity Contact Officers provide information and advice to all employees and there is a formal complaints resolution process. More than 80 nationalities are represented in the GM Holden workforce.

Work Life
GM Holden’s Work Life Flexibility strategy addresses issues relating to the ageing workforce; health and wellbeing; family support and flexible working arrangements. Priorities and processes are being developed to address the challenges presented.

Current initiatives include an Employee Assistance Program which offers short-term professional counselling for employees and immediate family members; generous leave provisions, flexible work arrangements to accommodate family responsibilities (including part time work and job sharing), Flextime, company-sponsored studies and work/life considerations in business travel, overseas assignments and relocation assistance.
Affirmation of GM Holden’s commitment to attracting and retaining women employees and to family and work/life issues is reflected in extended maternity leave provisions which took effect in 2002. Any female GM Holden employee with more than two years service is entitled to 14 weeks paid maternity leave. By December 2004, the proportion of employees returning to work after childbirth had risen from 67 per cent to 92 per cent.

**Gender Balance**

The current representation of women at GM Holden is low at 10 per cent overall. However, representation of women in the salaried workforce increased from 13 per cent in April 2000 to 17 per cent at December 2004.

In 2004 the GM Holden Ltd Holden Board of Directors included five women members. Initiatives are also in place to increase female representation in traditionally male-dominated manufacturing and engineering roles.

In 2004, GM Holden Executive Director - Human Resources, Andrea Grant, was named Diversity Leader for the Advancement of Women by the Equal Opportunity for Women in the Workplace Agency (EOWA). The national award recognised her abilities to understand equal opportunity issues for women, to address and integrate these issues into the business strategy and to deliver improved outcomes for women and the business.

In 2004 GM Holden was also granted a two-year waiver from annual reporting from EOWA. This means that the company has demonstrated that it has analysed employment matters, identified issues for women (such as recruitment and selection, promotion, conditions of service and pregnancy and breast feeding) and taken all reasonably practicable steps to address them.

GM Holden also takes opportunities to support its female employees, especially those working in non-traditional areas. Several have been winners or finalists in the National Awards for Outstanding Women in Non-Traditional Areas over the past four years and the Telstra Business Women’s Awards.

Recent Work Life strategies place particular emphasis on attracting and retaining female employees. The number of women sales consultants employed throughout the GM Holden dealer network has also increased in recent years as the result of a company-led recruitment program, reflecting a female customer profile that continues to grow in size and influence.
Training and Development
GM Holden encourages a culture of continuous learning and fosters the process of accumulating knowledge by providing its employees with a comprehensive range of training, education and development activities. These are either delivered face to face or via e-learning. GM Holden also has access to the resources of GM University, a virtual campus, located in North America.

All new employees receive health and safety training upon induction and regular update programs are conducted company-wide.

Certificate Programs
All production operators at GM Holden undergo training to obtain a competency-based qualification known as the Certificate II in Automotive Manufacturing. The program which is delivered on site, focuses on the development and acquisition of on-job skills and knowledge relevant to a range of workplace functions and contexts. Assessments are made over a period of time and as Certificate enrollees demonstrate that they have acquired greater skill and knowledge they progress through a structured 4 tier pay progression system.

All trade employees have access to relevant on and off job training in order for them to progress through a six tier pay progression system. Trade employees also have the opportunity to acquire a Certificate IV as part of this process.

Apprenticeships
During 2004, approximately 140 men and women were undertaking apprentice programs at GM Holden. Twenty positions are offered across SA and Victoria annually, involving four-year contracts and covering electronic and mechanical engineering, automotive panel development and automotive mechanics.

Employee Assistance Program
GM Holden employees and members of their immediate families who face problems of a personal, family or employment-related nature can access the services of an independent professional counselling and consultancy service.

GM Holden’s employee assistance program offers confidential, short-term professional counselling sessions with psychologists and social workers. The service can be accessed during working hours and after hours. In case of emergency, a seven-day telephone contact is also available. This assistance program is free of charge and entirely voluntary.

Monitoring employee satisfaction
GM Holden regularly monitors employee satisfaction through the independently conducted General Motors Global Employee Census. ‘Pulse check’ surveys are also taken regularly to check that progress is made in improving areas of concern.

Robert Karaoglanidis was the senior member of GM Holden’s 2004 apprentice intake. He moved from his role as an operator in the GM Holden Engine Operations Foundry to begin an apprenticeship in Mechanical Engineering.
GM Holden Learning
The constantly evolving list of structured courses offered by GM Holden Learning includes such things as: leadership and professional development, ISO auditor training, environmental awareness, OH&S training, workgroup leader training, conflict management, change management, negotiation and presentation skills, project management and a wide range of computer training courses.

Company Sponsored Studies – Tuition support is offered to those who wish to undertake external courses considered of mutual benefit to company and employee.

Co-operative and Vacation Student Programs – Between 80 and 100 tertiary students annually are placed throughout GM Holden engineering, manufacturing, sales and marketing, corporate affairs, human resources, finance and purchasing departments for the ‘cooperative year’ required by many for the completion of university courses. The program’s aim is to provide undergraduates with practical experience in their chosen area of study. A number of co-operative students are subsequently employed by GM Holden.

In the summer holiday period, GM Holden provided placements for 12 work experience students within selected departments, such as engineering.

Holden College
The GM Holden College provides dealer personnel with product and technical training, sales management and skills development. In 2004, the Holden College delivered close to 2,000 training days to more than 12,900 Holden dealership employees across Australia and New Zealand.

The Holden College also offers a customised senior management development program called the University of Automotive program (UAM).

Through a partnership formed with the University of New England (UNE), Dealer and Field support personnel are also able to enrol in the Advanced Diploma of Business Management (this can be done in conjunction with the UAM program). Completion of the diploma accrues three units of credit towards the University of New England’s 12 unit MBA program.
**Corporate Code**

The principles of GM’s Corporate Code are:

- Acting at all times with honesty and integrity
- Providing complete, appropriate and relevant information in an objective manner
- Complying with the rules and regulations of international, federal, state, provincial and local governments and other appropriate private and public regulatory agencies
- Behaving in accordance with core values and recognising the effect of behaviour on others
- Maintaining the confidentiality of information and refraining from using it for personal advantage
- Protecting GM’s resources.

**Human Rights**

GM Holden upholds the Global Sullivan Principles, which form a central part of GM’s policy.

The Global Sullivan Principles provide guidance to companies across the world in their approach to issues such as human rights, the environment, community relations, supplier relations and fair competition. In May 1999, GM announced its support of these principles as being consistent with its internal policies and principles, which were developed by the Reverend Leon H. Sullivan and have their roots in the 1977 Sullivan Principles for South Africa.

The objectives of the Global Sullivan Principles are to support economic, social and political justice. They encourage equal opportunity at all levels of employment, including:

- racial and gender diversity on decision-making committees and boards
- training and advancing disadvantaged workers
- encouraging greater tolerance and understanding
- improving the quality of life for communities, employees and children.

GM Holden’s Human Resources department is responsible for continued development of human rights conduct and its leadership team, some 150 management personnel Australia-wide, carries responsibility for communicating human rights policies to employees. Legal and Worldwide Purchasing departments also play important roles in ensuring that human rights policies are adhered to.

**GM AwareLine**

The GM AwareLine is a 24-hour toll-free telephone line available globally seven days a week. It allows GM Holden employees to anonymously report concerns, issues or incidents such as: possible unethical behaviour and/or criminal wrongdoing by the company, management, supervisors, employees or agents; or any other actions believed to be contrary to corporate policy; emergency or life-threatening situations; or allegations of harassment. Every AwareLine complaint is given a case number and investigated by appropriately qualified and skilled investigators. The cases may also be referred to external authorities as deemed necessary.

**Ethics**

GM Holden adheres to the GM code of ethics which sets out principles designed to result in appropriate and generally correct behaviour for all employees worldwide.

All employees are required to comply with GM Winning With Integrity guidelines which set out specific codes of practice to govern their behaviour. These cover:

- Personal integrity
- Integrity in the workplace
- Conflict of interest
- Anti-bribery and corruption
- Gifts, entertainment and gratuities
- Fair competition
- Export controls
- Integrity towards the environment
- Protection of property and information security.

Six core values define the basis on which company employees are expected to conduct their day-to-day business. These are:

1. Continuous improvement
2. Customer enthusiasm
3. Innovation
4. Integrity
5. Teamwork
6. Individual respect and responsibility.
Following is GM Holden’s approach to specific human rights and labour issues:

**Child labour**
We believe a child's primary objective should be education. GM Holden’s Worldwide Purchasing Policy prohibits its suppliers and their subcontractors from using child labour in the supply of goods or provision of services when under contract. We respect all laws regarding compulsory school attendance and do not hire children under the legal age for employment in any location.

**Forced labour**
The decision to seek employment is voluntary, and we do not condone involuntary servitude in any form. GM Holden’s Worldwide Purchasing Policy prohibits the purchase of goods produced with the use of forced or slave labour.

**Freedom of association**
It is corporate policy to respect the right of all employees to choose union membership. GM Holden complies with all laws covering the right of employees to organise for purposes of collective bargaining and encourages employees to support or oppose union membership without fear of coercion or retaliation from the company, any individual or external organisation.

**Supplier Management**
GM’s Worldwide Purchasing Policy includes a number of practices that guide its suppliers in purchasing activities throughout the world. Suppliers and any goods or services supplied must comply with all applicable regulations or standards of the country of destination, including those relating to environmental matters, wages, hours, conditions of employment, subcontractor selection, discrimination, occupational health and safety and motor vehicle safety.

**Reporting**
GM’s global performance is reported in a Corporate Responsibility report which details progress in integrating economic, environmental and social objectives into daily business.

The 2004 Corporate Responsibility and Sustainability Report details efforts to improve the cultural, economic, educational, environmental and social aspects of the communities in which it operates. The report can be accessed at: http://www.gm.com/company/gmability/

It follows guidelines provided by the Global Reporting Initiative (GRI), a multi-stakeholder, independent institution whose mission is to develop and disseminate globally-applicable Sustainability Reporting Guidelines. The Guidelines are for voluntary use by organizations for reporting on the economic, environmental, and social dimensions of their activities, products and services.

The GM interactive corporate social responsibility website, http://www.gm.com/company/gmability/ provides further information on the company’s social and environmental performance and aims to encourage public activism at many levels.
Holden Community and Workplace Report - Feedback form

We hope you found this report interesting and that it addressed any interests or questions you have about how Holden supports the community and its workplace program. We would value your comments and suggestions on both the format and the content of the report and how it can be improved for next time.

1. Did you find the report interesting?

____________________________________________________________________

____________________________________________________________________

2. Having read the report, what is your perception of Holden's performance in community relations and workplace management?

____________________________________________________________________

____________________________________________________________________

3. Did the report include information on the community and workplace management issues of interest or concern to you?

____________________________________________________________________

____________________________________________________________________

4. What else should be included in the report?

____________________________________________________________________

____________________________________________________________________

5. How can we further improve the report?

____________________________________________________________________

____________________________________________________________________

6. Which of the following categories best describes you?

☐ Employee
☐ Local resident
☐ Media
☐ Government
☐ Community group
☐ Environment group
☐ Student
☐ General public
☐ Other, please specify

……………………………………………………………

Thank you for your time.

Please send your feedback to:
Corporate Affairs Department
Holden
PO Box 1714
Melbourne Vic 3001
Email:communitysupport.holden@gm.com